

FY2018 ACR Business Plan

The Federal Aviation Administration (FAA) Office of Civil Rights (ACR) provides leadership and direction with regard to civil rights, diversity and Equal Employment Opportunity (EEO) matters. The ACR mission is to implement civil rights and equal employment opportunity policies and operational programs, to ensure their full and successful development in support of the FAA, in providing the safest, most efficient aerospace system in the world.

ACR ensures; the elimination of unlawful discrimination on the basis of race, color, national origin, sex, age, religion, sexual orientation, genetic information, and individuals with disabilities in federally operated and federally assisted transportation programs; that all beneficiaries and potential beneficiaries of these programs, including employees and job applicants are offered equal opportunities to participate in them; and a positive environment in the FAA by valuing, using, and managing the differences that individuals bring to the workplace.

Deliver Benefits Through Technology/Infrastructure

Internal Work Objective: National External Operations Program

The National External Operations Program (NEOP) at airports ensures compliance with the Disadvantaged Business Enterprise/Airport Concessions Disadvantaged Business Enterprise (DBE/ACDBE), Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973 (504), Title VI of the Civil Rights Act of 1964, Limited English Proficiency (LEP), Environmental Justice (EJ), and other civil rights policies and regulations affecting airports.

Internal Work Initiative: External Operations Program Compliance

Increase compliance at airports in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ.

Internal Work Activity: DBE/ACDBE Program Compliance

Conduct compliance reviews of airport DBE and/or ACDBE programs to increase program compliance. The expected outcome is for airports to correct at least 75% of compliance issues with target dates occurring on or before September 28, 2018, or provide alternative means of meeting requirements. In order to ensure compliance of over 2,000 recipients for DBE/ACDBE Program compliance requirements

using limited resources, ACR will build out functionalities for the existing FAA Civil Rights Connect System self-assessment tool in order to better inform recipients of requirements and compliance status, and for ACR to identify trends. The success of this activity will be measured by the development of a conceptual model of the enhanced tool, if funding is available and necessary.

Activity Target 1:

Enroll twenty-four (24) airports in the compliance self-assessment tool for the DBE and/or ACDBE programs and provide feedback to the airports to assist them in becoming compliant. Due June 1, 2018

Activity Target 2:

Assess the compliance status of airports where compliance reviews were conducted in FY17. Due September 28, 2018

Activity Target 3:

Conduct sixteen (16) DBE and/or ACDBE program compliance reviews (mini or full). Due September 28, 2018

Activity Target 4:

Create a conceptual model for the enhanced DBE/ACDBE Program compliance self-assessment tool. Due September 28, 2018

Internal Work Activity: ADA/504 Program Compliance

Conduct compliance reviews of airport disability programs to increase program compliance. The expected outcome is for airports to correct at least 75% of compliance issues with target dates occurring on or before September 30, 2018, or provide alternative means of meeting requirements. In order to ensure compliance of over 3,500 recipients for ADA/504 Program compliance requirements using limited resources, ACR will build out functionalities for the existing FAA Civil Rights Connect System self-assessment tool in order to better inform recipients of requirements and compliance status, and for ACR to identify trends. The success of this activity will be measured by the development of a conceptual model of the enhanced tool, if funding is available and necessary. Because multiple DOT offices and Federal agencies share jurisdiction for airport disability compliance requirements, we will work with the other entities to develop shared tools and strategies to more clearly communicate with stakeholders and

promote understanding of processes and requirements, starting with initiation this year of regular meetings with the other entities to achieve buy-in for a unified approach.

Activity Target 1:

Enroll twelve (12) airports in the compliance self-assessment tool for the ADA/504 Programs and provide feedback to the airports to assist them in becoming compliant. Due June 1, 2018

Activity Target 2:

Assess the compliance status of airports where compliance reviews were conducted in FY17. Due September 28, 2018

Activity Target 3:

Conduct eight (8) ADA/504 program compliance reviews (mini or full). Due September 28, 2018

Activity Target 4:

Create a conceptual model for the enhanced ADA/504 Program compliance self-assessment tool. Due September 28, 2018

Activity Target 5:

Conduct quarterly interagency stakeholder meetings to address cross-cutting issues regarding airport disability access, including potential strategies and/or products to benefit the airport disability community. Due September 28, 2018

Internal Work Activity: Title VI/LEP/EJ Program Compliance

Conduct compliance reviews of airport Title VI, LEP, and/or EJ programs to increase program compliance. The expected outcome is for airports to correct at least 75% of compliance issues with target dates occurring on or before September 30, 2018, or provide alternative means of meeting requirements. In order to ensure compliance of over 3,500 recipients for Title VI/LEP/EJ Program compliance requirements using limited resources, ACR will build out functionalities for the existing FAA Civil Rights Connect System self-assessment tool in order to better inform recipients of requirements and compliance status, and for ACR to identify trends. The success of this activity will be measured by the development of a conceptual model of the enhanced tool, if funding is available and necessary.

Activity Target 1:

Enroll nine (9) airports in the compliance self-assessment tool for the Title VI programs and

provide feedback to the airports to assist them in becoming compliant. Due June 1, 2018

Activity Target 2:

Assess the compliance status of airports where compliance reviews were conducted in FY17. Due September 28, 2018

Activity Target 3:

Conduct six (6) Title VI compliance reviews (mini or full). Due September 28, 2018

Activity Target 4:

Create a conceptual model for the enhanced Title VI/LEP/EJ Program compliance self-assessment tool. Due September 28, 2018

Internal Work Initiative: External Operations Program Training and Technical Assistance

Increase airports knowledge in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ.

Internal Work Activity: DBE/ACDBE Training and Technical Assistance

Deliver training, technical assistance and consultations to airport sponsors or other DBE/ACDBE Program stakeholders to increase their program knowledge. The expected outcome is that, based on any evaluations collected, at least 50% of participants who respond will indicate that the training was at least satisfactory and/or the training/consultation increased their knowledge of program requirements.

Activity Target 1:

Collaborate with the Airport Minority Advisory Council (AMAC) to deliver DBE/ACDBE program training at a national training conference, if funding is available, and we receive approval to participate. Due September 28, 2018

Activity Target 2:

Conduct four (4) DBE and/or ACDBE webinar trainings. Due September 28, 2018

Activity Target 3:

Consult with at least sixty-four (64) airport sponsors or other stakeholders on the DBE/ACDBE program. Due September 28, 2018

Internal Work Activity: ADA/504 Training and Technical Assistance

Deliver training, technical assistance and consultations to airport sponsors or other ADA/504 program stakeholders to increase their program knowledge. The expected outcome is that, based on any evaluations collected, at least 50% of participants who respond will indicate that the training was at least satisfactory and/or that the training/consultation increased their knowledge of program requirements.

Activity Target 1:

Conduct or participate in one (1) ADA/504 training event, if funding is available, and we receive approval to participate. Due September 28, 2018

Activity Target 2:

Conduct eight (8) ADA and/or 504 webinar trainings. Due September 28, 2018

Activity Target 3:

Consult with at least fifty (50) airport sponsors or other stakeholders on the ADA/504 program. Due September 28, 2018

Internal Work Activity: Title VI, LEP and EJ Training

Deliver training, technical assistance and consultations to airport sponsors or other Title VI/LEP/EJ program stakeholders to increase their program knowledge. The expected outcome is that, based on any evaluations collected, at least 50% of participants who respond will indicate that the training was at least satisfactory and/or that the training/consultation increased their knowledge of program requirements.

Activity Target 1:

Conduct or participate in one (1) Title VI, LEP and/or EJ training event, if funding is available, and we receive approval to participate. Due September 28, 2018

Activity Target 2:

Conduct six (6) Title VI, LEP and/or EJ webinar trainings. Due September 28, 2018

Activity Target 3:

Distribute the Title VI Awareness Tool to all current Title VI points of contact that have not already received the tool. Due September 28, 2018

Internal Work Initiative: External Operations Program Information Technology

Utilize information technology to increase airports compliance in the areas of DBE/ACDBE, ADA/504 and Title VI/LEP/EJ.

Internal Work Activity: DBE/ACDBE Information Technology

In order to ensure compliance of over 2,000 recipients for DBE/ACDBE Program compliance requirements using limited resources, ACR will enhance development of the FAA Civil Rights Connect System by designing a DBE and ACDBE goal setting tool for airport sponsors to assist in goal preparation that meets DOT regulatory requirements. The success of this activity will be measured by the development of the goal-setting tool.

Activity Target 1:

Develop DBE and ACDBE goal-setting tool prototype. Due August 31, 2018

Activity Target 2:

Internally test goal-setting tool prototype and provide feedback to contractor. Due September 28, 2018

Internal Work Activity: ADA/504 Program Information Technology

Enhance development of the FAA Civil Rights Connect System for the ADA/504 elements for airport recipients. The success of this activity will be measured by the number of ADA/504 contacts added and the data population of the ADA/504 elements for the large and medium hub airports. Our expectation is that the system will include additional ADA/504 features and data we have will be added for large and medium hub airports.

Activity Target 1:

Populate the system with ADA/504 data for large and medium hub airports. Due July 31, 2018

Activity Target 2:

Add ADA/504 functionality to the Civil Rights Connect System for collection of various requirements from airport recipients. Due July 31, 2018

Internal Work Activity: Title VI, LEP and EJ Information Technology

Enhance development of the FAA Civil Rights Connect System for the Title VI/LEP/EJ elements for airport recipients. The success of this activity will be measured by the number of Title VI/LEP/EJ contacts added and the data population of the Title VI/LEP/EJ elements for the large and medium hub airports. Our

expectation is that the system will include additional Title VI features and data we have will be added for the large and medium hub airports.

Activity Target 1:

Populate the system with Title VI data for large and medium hub airports. Due July 31, 2018

Activity Target 2:

Add Title VI/LEP/EJ functionality to the Civil Rights Connect System for collection of various requirements from airport recipients. Due June 30, 2018

Internal Work Objective: National Airport Civil Rights Policy and Compliance

The National Airport Civil Rights Policy and Compliance provides guidance for external operations, airport operators and other stakeholders on the areas of DBE/ACDBE, ADA/ 504, Title VI/LEP/EJ, and other civil rights policies and regulations affecting airports.

Internal Work Initiative: Policy Development, Coordination, and Program Enhancement

Provide guidance in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ by conducting training sessions, policy updates, and reviewing existing programs and activities.

Internal Work Activity: Policy Development

Incorporate the needs of Persons with Disabilities (PWD) and those with Limited English Proficiency (LEP) in emergency evacuations and use of emerging technologies.

Activity Target 1:

Take proactive approach by drafting and providing a recommendations document to airports citing the importance of equal access to those persons with disabilities and those with limited English proficiency during airport emergency evacuations. There are currently no regulations addressing this need. Submit draft to DLCC for review and comment by May 31, 2018 Due August 31, 2018

Internal Work Activity: Program Enhancement

Perform comprehensive review and initiate update of 49 C.F.R. part 23. Participate in Airport Minority Advisory Council (AMAC) car rental working group

seeking ways to increase opportunities for ACDBE firms to participate in the airport car rental concession industry.

Activity Target 1:

Initiate review and analysis of 49 C.F.R. part 23 in coordination with NEOP, DOCR, AGC-600, sponsors, and stakeholders. The goal is to enhance Part 23 into a more relevant regulatory document that removes any existing barriers and prevent any new barriers to participation of small minority-owned disadvantaged businesses in the ACDBE Program. Initial focus will revolve around ACDBE participation in car rental concessions via car rental working group participation. Due June 30, 2018

Activity Target 2:

Launch an assessment of A1 Federal, LLC risk-based methodology recommendations to NEOP team regarding airport compliance reviews. Due September 30, 2018

Internal Work Objective: Optimizing the Use of Agency Resources

As public stewards, AFN will optimize the use and management of FAA resources to improve accountability and enhance operational efficiency through improved management of FAA acquisitions and real property assets, effective management of financial resources, and support of non-AFN workforce planning. Successful accomplishment of this objective is measured through effective management of Agency acquisition policies and practices, reducing space requirements and pursuing alternative workplace strategies to increase space utilization, achieving cost reduction and avoidance targets, favorable financial system audit results, continuous efforts to promote the development of small businesses as well as good corporate citizenship, and establishing an AIT UAS PMO office to provide an one-stop-shop portal for all UAS applications.

Internal Work Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per operation, overhead rates, and cost per accounting transaction.

Internal Work Activity: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests

ACR will report to ABA quarterly on the timeliness percentage of reasonable accommodation requests processed.

Activity Target 1:

Provide or check updated FY 2019 measure template with changes as needed. Due June 30, 2018

Activity Target 2:

Report quarterly results and comments to ABA on the time to Process 90% Reasonable Accommodation Requests within 25 business days or less. Due 30 days after the end of each quarter. Due September 30, 2018

Internal Work Initiative: Contracting Opportunities for Small Businesses

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women owned small businesses.

Internal Work Activity: Awarding of Procurement Dollars (ACR)

Award procurement dollars to small businesses, with special emphasis on procurement opportunities for small disadvantaged businesses, service-disabled veteran-owned small businesses, and women owned small businesses.

Activity Target 1:

Award at least 25 percent of the total ACR direct procurement dollars to small businesses. Due September 30, 2018

Empower and Innovate with the FAA's People

Internal Work Objective: Hiring Persons with Targeted Disabilities (PWTD)

Support the objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees to increase the hiring of PWTD for eligible positions to 3 percent by 2018.

Internal Work Initiative: Hiring PWTD

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the goal to increase the representation of PWTD in the workforce to 3% of all FAA new hires.

Internal Work Activity: Hiring PWTD

In FY 2018, ACR in collaboration with the FAA LOBs/SOs will implement the following strategies to support hiring 3% of all FAA new hires as PWTD and improve the participation rate of PWTD in the agencies applicant pool.

Activity Target 1:

Develop and deploy a FAA PWTD public notice on USA Jobs before, during, and after annual FAA PWTD hiring events. Due September 28, 2018

Activity Target 2:

Sponsor annual PWTD hiring events with ACR, AHR, HQs and Regional Management Teams. Due September 28, 2018

Activity Target 3:

Heads of LOBs/SOs ensure one or more HQs and RMT managers proactively support and participate in PWTD hiring events. Due September 28, 2018

Activity Target 4:

Heads of LOBs/SOs commit to supporting at least one or more PWTD student interns during the FY2018 academic year. Due September 28, 2018

Activity Target 5:

Commit resources to support AVSED to include students with disabilities in Aviation Career Education Camp initiatives. Due September 28, 2018

Internal Work Objective: Outreach and Special Emphasis Programs

Assist the Agency in building a Model EEO Workplace through outreach, consultations, collaboration, and educational partnerships.

Internal Work Initiative: Outreach to Underrepresented Groups

The National and Service Area SEPMs will work to increase the outreach to underrepresented groups within the FAA.

Internal Work Activity: Outreach

Increase the outreach to targeted groups in the FAA applicant pool by developing a targeted outreach strategy.

Activity Target 1:

In collaboration with AHR's Corporate Recruitment and Marketing, develop an annual Outreach plan, targeting underrepresented groups within the Agency. Due February 28, 2018

Activity Target 2:

Partner with colleges and universities career centers and student associations to conduct on campus information sessions for students. Due September 28, 2018

Activity Target 3:

Partner with EAC Workgroups and Employee Associations (National Employee Forum) to conduct information sessions and outreach events nationwide. Due September 28, 2018

Internal Work Initiative: Diversity and Inclusion

Manage, coordinate, and promote activities aimed at improving Diversity and Inclusion at the FAA, in support of the Office of Personnel Management (OPM) Executive Order on Diversity and Inclusion.

Internal Work Activity: Manage Diversity and Inclusion

ACR in collaboration with the FAA National Employee Forum will work to promote diversity and inclusion in the FAA workplace through training, targeted marketing, and educational events.

Activity Target 1:

Implement a FAA Diversity and Inclusion plan in support of Executive Order 13583-- Establishing a coordinated government-wide initiative to promote diversity and inclusion in the federal workforce Due July 31, 2018

Activity Target 2:

Develop and deploy goals and initiatives in collaboration with EAC Workgroups (Hispanic Employee, Federal Women's and People with Targeted Disability Programs) to increase and retain underrepresented groups within applicants, managerial and executive level positions. Due September 28, 2018

Activity Target 3:

Collaborate with the Employee Association (National Employee Forum) to commit to engage

in AVSED activities and events nationwide to include all underrepresented groups throughout the FAA. Due September 28, 2018

Activity Target 4:

Provide awareness training for LOB/SO pertaining diversity and inclusion, People with Disabilities and Reasonable Accommodations. Due September 28, 2018

Internal Work Objective: Alternative Dispute Resolution (ADR)

Encourage the FAA workforce to engage in the ADR process as a method to resolve disputes in the EEO Complaint Process at the lowest possible level to avoid the cost, delay, and unpredictability of the traditional adjudicatory processes.

Internal Work Initiative: ADR Engagement

Encourage workforce to resolve disputes in an amicable way by utilizing the ADR process.

Internal Work Activity: ADR Engagement

ACR, in coordination with the LOBs/SOs, will ensure that 75% of all managers engage in mediation when requested by employees.

Activity Target 1:

Assist with Agency effort on ADR engagement by ensuring 75% of all managers engage in mediation when requested by employees. Due September 28, 2018

Activity Target 2:

Track Agency mediation resolution rate and present the data to the EAC. Due September 28, 2018

Internal Work Objective: Management Directive 715 (MD-715)

Oversee the process for developing and reporting to the Equal Employment Opportunity Commission (EEOC) the Annual MD-715 EEO Report and continue to monitor Agency accomplishments.

Internal Work Initiative: Management Directive 715 (MD-715)

Oversee the process for developing and reporting to the EEOC the Annual MD-715 Report and continue to monitor Agency accomplishments. Collaborate with the LOB/SO to provide recommendations for improvement with regard to the identified barriers in the FAA Senior Executive Service (SES) Barrier Analysis.

Internal Work Activity: FAA Annual EEO Program Status Report

Oversee the process for developing the Annual MD-715 EEO Plan and Monitoring Agency Accomplishments.

Activity Target 1:

Request from each LOB/SO the completion of the Part G checklist for consolidation into the MD 715 report and report to the EAC. Due September 28, 2018

Activity Target 2:

Prepare FAA annual EEO MD-715 Report and submit to EEOC. Due March 30, 2018

Activity Target 3:

Prepare the annual State of EEO briefing and present to the EAC. Due September 28, 2018

Activity Target 4:

Prepare and post the EEO and Anti-Harassment Policy Statements. Due September 28, 2018

Internal Work Activity: Barrier Analysis

The barriers identified as part of the barrier analysis study will be monitored and reviewed to ensure the implementation of corrective actions and elimination of identified barriers.

Activity Target 1:

Monitor/track progress on corrective actions with LOBs/SOs to eliminate identified barriers. Due September 28, 2018

Activity Target 2:

Establish and/or maintain an Executive Steering Committee (ESC) with standing committee members (ACR/AHR/AGC) and the respective LOB/SO responsible for oversight of the hiring process for the following occupations: ☐ - Air Traffic Control Specialist (2152) ☐ - Airway Transportation System Specialist (2101) ☐ - Aviation Safety Specialist (1825) ☐ - FAA Executive Service Track and monitor implementation of corrective actions to eliminate identified barriers from respective Barrier Analysis studies. Sustain ESC for future hiring process

changes to proactively avoid barriers. Due September 28, 2018

Internal Work Initiative: MD 715 EEO Assessments

Conduct and follow up on MD 715 EEO Assessments.

Internal Work Activity: MD 715 EEO Assessments

Civil Rights Directors (CRD) responsible for internal EEO will conduct a total of four (4) EEO assessments and four (4) follow-ups to ensure LOBs/SOs are complying with EEO laws, policies and regulations. The assessments will be done either in person or electronically.

Activity Target 1:

Identify the four (4) facilities to conduct the MD-715 EEO assessments. Due January 31, 2018

Activity Target 2:

Conduct four (4) MD-715 facility assessments. Due September 28, 2018

Internal Work Objective: EEO/Diversity and Inclusion Action Committee (EAC)

The EAC oversees and supports the FAA efforts to create a diverse and inclusive workplace that ensures equal opportunity for all its employees.

Internal Work Initiative: EAC

In collaboration with the LOBs/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Internal Work Activity: EAC

Identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Activity Target 1:

Analyze and present demographic data in comparison to the civilian labor force statistics to the EAC; and identify strategies and actions for improving groups with lower than expected participation rates. Due September 28, 2018

Activity Target 2:

Identify and track Diversity and Inclusion initiatives through the EAC Workgroups which include the PWD Program, Women's Program and Hispanic Program. Due September 28, 2018

Internal Work Initiative: Diverse and Inclusive Workforce

In FY 2018, ACR in collaboration with FAA LOB/SO's will work to ensure a diverse and inclusive workplace. We will ensure that at least 3% of all FAA new hires are Persons with Targeted Disabilities (PWTD). LOB/SO will develop and implement strategies to increase the participation rate of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). LOB/SO will work to improve workplace behavior by ensuring 70% of management and 20% of employees complete at least one Equal Employment Opportunity (EEO) training course. In support of Alternative Dispute Resolution (ADR) engagement, will ensure that 75% of all managers engage in mediation when requested by employees.

Internal Work Activity: Diverse and Inclusive Workforce

In FY 2018, ACR in collaboration with FAA LOB/SO's will work to ensure a diverse and inclusive workplace. We will ensure that at least 3% of all FAA new hires are Persons with Targeted Disabilities (PWTD). LOB/SO will develop and implement strategies to increase the participation rate of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). LOB/SO will work to improve workplace behavior by ensuring 70% of management and 20% of employees complete at least one Equal Employment Opportunity (EEO) training course. In support of Alternative Dispute Resolution (ADR) engagement, will ensure that 75% of all managers engage in mediation when requested by employees.

Activity Target 1:

ACR will support the agency's goal of 3% PWTD hires, by attending bi-monthly EAC with limited delegation. Implement strategies developed in coordination with PWTD Tiger Team to ensure PWTD new hire goal is achieved. Due September 30, 2018

Activity Target 2:

Identify strategies and actions to improve groups with lower than expected participation rates, based on data provided by ACR during the MD-715 Part G checklist review. Due November 30, 2017

Activity Target 3:

Develop and implement outreach and recruitment strategies to increase the representation rates of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). Due September 30, 2018

Activity Target 4:

Ensure 90% of ACR reasonable accommodation requests are processed within 25 business days or less. Due September 30, 2018

Activity Target 5:

Utilizing various learning platforms, monitor the delivery of EEO training to 70% of ACR managers and 20% of ACR employees Due September 30, 2018

Activity Target 6:

Assist Agency effort with ADR engagement by ensuring that 75% of all ACR managers engage in mediation when requested by employees. Due September 30, 2018

Internal Work Objective: Equal Employment Opportunity (EEO) Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace by providing training on EEO laws, FAA policies, and appropriate workplace behavior.

Internal Work Initiative: EEO Training

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior through EEO Training.

Internal Work Activity: EEO Training Opportunities for FAA Workforce

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior by ensuring that 70% of management and 20% of employees complete at least one EEO and Diversity and Inclusion training course each year. Provide Diversity and Inclusion training on multiple platforms so that employees have various opportunities to receive training as conveniently as possible.

Activity Target 1:

Research a wide variety of EEO training possibilities to enable the FAA Workforce to complete training using various learning platforms and methods such as ATN broadcasts, webinars, online courses that can be viewed on mobile devices, and EEO training from other agencies or outside sources. Research new and existing software for use in developing and delivering training to increase training opportunities. Research purchasing an Adobe Connect license dedicated for training. Due September 28, 2018

Activity Target 2:

Market and announce new EEO training opportunities to LOBs/SOs each quarter. Use a variety of platforms to deliver training each year. Create scheduled training sessions and announce the sessions to all LOBs/SOs. Due September 28, 2018

Internal Work Initiative: Enhance EEO Training Currency and Appeal

Enhance the Currency and Appeal of EEO training.

Internal Work Activity: Review, Revise, and Develop EEO Training

Review existing EEO training courses for accuracy with current EEO laws and guidance. Update the content of the training and include multi-media where appropriate to enhance course appeal. Develop or purchase new EEO courses to meet current EEO training needs. Review current EEO cases for analysis to ensure legal compliance with current court opinions, revised laws, and Agency policy and regulations. Research purchasing a license to legal websites, such as Westlaw and LexisNexis, that provide real time updates on current EEO cases. Where necessary, purchase EEO material that can advance the Agency objectives in meeting training outcomes.

Activity Target 1:

Review and revise existing EEO training courses to ensure they are in compliance with current EEO laws and guidance and include multi-media where appropriate to enhance course appeal. Update courses as needed based on analysis of existing court cases and pending legislation to ensure legal compliance with current EEO laws, guidance, and practices. Incorporate modern technical advances where appropriate to improve student learning and to provide flexibility for training environments. Due September 28, 2018

Activity Target 2:

Develop or purchase new EEO courses to meet current EEO training needs. (As Requested). Develop or purchase basic civility and communication courses to enhance employee EEO IQ and to meet current EEO training needs. Due September 28, 2018

Internal Work Objective: EEO Complaint Services

Ensure federal employees or job applicants are not discriminated under the basis of race, color, religion, sex (including pregnancy), national origin, age (40 or older),

disability or genetic information by managing the National EEO Complaints Services.

Internal Work Initiative: National EEO Complaint Services

The National EEO Complaint Services (ACT-9) ensures that aggrieved individuals alleging discrimination on the basis of race, color, religion, sex (including pregnancy, equal pay, gender identity and sexual orientation), national origin, age (40 or older), disability, genetic information or retaliation have access to neutral counselors when participating in the National Intake and EEO Counseling processes. ACT-9 operates in a customer focused environment to better satisfy the needs of our customers and to improve the quality of the organization's products and services by complying with International Organization for Standardization (ISO) 9001:2008.

Internal Work Activity: Maintain the ISO Quality Management System (QMS) for the EEO National Intake and the Informal EEO Counselor Processes

ACT-9 will maintain the ISO Quality Management System for the National Intake and EEO Pre-Complaint process to ensure consistent delivery of quality services and conformance to Quality Management System (QMS) standards.

Activity Target 1:

Complete internal audits for International Organization for Standardization (ISO) 9001:2015. Due September 22, 2018

Activity Target 2:

Conduct QMS training, as required to maintain quality standards. Due September 22, 2018

Activity Target 3:

Complete conversion of internal documents for upgraded certification of International Organization for Standardization (ISO) 9001:2015. Due September 22, 2018

Internal Work Activity: National EEO Complaints Services and Best Practices

Organize an exchange forum for collaborating with other government agencies, state government and the private sector on processing EEO complaints in an effort to discover best practices, methods and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACT-9 will coordinate and host a one day EEO Complaint Services Information Exchange Forum with agencies and organizations external to the FAA. This will serve

as an opportunity to voice best practices, share methods and tools used to provide an effective EEO Pre-Complaint Process.

Activity Target 1:

Canvas federal/state/private organizations for participation in the second Bi-Annual EEO Complaint Services Information Exchange Forum. Due February 15, 2018

Activity Target 2:

Develop presentation format, location and logistical information Due March 30, 2018

Activity Target 3:

Distribute Invitations/Save the dates to targeted organizations. Due May 31, 2018

Activity Target 4:

Finalize the agenda and distribute to prospective attendees. Due June 29, 2018

Activity Target 5:

Conduct the Exchange Forum. Due August 31, 2018

Activity Target 6:

Provide a report highlighting the best practices discussed at the EEO Complaint Services Information Exchange Forum. Due September 28, 2018

and reduce the number of agency EEO complaints that are filed by offering an additional service for conflict resolution.

Activity Target 1:

Continue to develop and expand Conflict Coaching Cadre with new coaches in each service area, specifically with an emphasis from the administrative job series. Due May 31, 2018

Activity Target 2:

Continue to expand the Conflict Coaching Program in each service area by increasing coaching engagements by 15%. Due September 28, 2018

Activity Target 3:

Provide Conflict Coaching Cadre members 8 hours of refresher training. Due July 31, 2018

Activity Target 4:

Coordinate with Employee Associations to offer conflict coaching sessions at National Employee Association/Coalition meetings. Due September 28, 2018

Activity Target 5:

Brief RMT's on Conflict Coaching Program. Due July 31, 2018

Activity Target 6:

Supplement marketing efforts for the Conflict Coaching Program by developing a script for a conflict coaching video vignette developed with ETI that could be included with EEO ELMS courses. Due May 31, 2018

Internal Work Objective: Conflict Coaching Program

Increase FAA Managers and Employees conflict resolution skills through the conflict coaching program and reduce the number of agency EEO complaints that are filed by offering an additional service for conflict resolution.

Internal Work Initiative: Expand Conflict Coaching Program

By increasing awareness of the Conflict Coaching Program to each service area, all FAA Employees and Managers will be able to utilize the service as an available resource and an early intervention technique, thereby increasing the conflict competency of those in the FAA and reducing the number of EEO Informal and Formal Complaints and Grievances that are filed.

Internal Work Activity: Expand Conflict Coaching Program

Increase FAA Managers and Employees conflict resolution skills through the conflict coaching program

Internal Work Objective: Mediator Management

ACR, in coordination with each LOB/SO, will ensure that 100% of all active mediators are afforded mediation training that exceeds EEOC regulatory requirements. Additionally, ACR will monitor training plans for all FAA mediators to ensure currency and development in the area of conflict management/resolution. ACR will add additional collateral duty mediators where necessary and sponsor basic mediator training. ACR will maintain a KSN site for mediators to access information on different mediation topics to include best practices, policy changes, new techniques, etc. ACR will maintain a Learning Path Plan for mediators that will identify levels and learning tracks for continuous improvement. ACR shall develop a system to ensure that non-ACR mediators, to include detailee and collateral duty personnel, along with their assigned management officials, receive the roles and

responsibilities required as a mediator, performance feedback, and recognition, as necessary.

Internal Work Initiative: Mediators Training

ACR, in coordination with the LOB/SO, will ensure that 100% of all active mediators receive mediation training that exceeds EEOC regulatory requirements. Additionally, ACR will monitor training plans for all FAA mediators to ensure currency and development in the area of conflict management/resolution. ACR will add additional collateral duty mediators where necessary and sponsor basic mediator training. ACR will establish a KSN site for mediators to access information on different mediation topics to include best practices, policy changes, new techniques, etc. ACR will develop a Learning Path Plan for mediators that will identify levels and learning tracks for continuous improvement.

Internal Work Activity: Mediators Training

ACR, in coordination with the LOB/SO, will ensure that 100% of all active mediators are afforded mediation training that exceeds EEOC regulatory requirements. Additionally, ACR will monitor training plans for all FAA mediators to ensure currency and development in the area of conflict management/resolution. ACR will add additional collateral duty mediators where necessary and sponsor basic mediator training. ACR will maintain a KSN site for mediators to access information on different mediation topics to include best practices, policy changes, new techniques, etc. ACR will maintain a Learning Path Plan for mediators that will identify levels and learning tracks for continuous improvement.

Activity Target 1:

Coordinate with the points of contact (POC) for all Federal Executive Boards and Department of Justice across the country to identify training initiatives that would assist with the training and enhance learning elements for mediators. Due December 31, 2017

Activity Target 2:

Conduct market search for new vendors to conduct advanced mediator training for all active mediators. This will include input from all Service Area ADR Program Managers and Directors. Secure the training providers, location, etc. Due September 28, 2018

Activity Target 3:

Coordinate with AHR to provide training to all active mediators on the topic of options for personnel actions in order to enhance the

knowledge of the mediators to assist with resolution of complaints. Due September 28, 2018

Activity Target 4:

Utilize ADR ISO SOP Internal Mediator Survey results to assist in identifying training needs for FY 2019 for all active mediators. Update/monitor Learning Path Plan; review/modify (if necessary) which courses will be in each track. Provide Learning Plan, with any changes, to ACR Management Team for input. Due September 28, 2018

Activity Target 5:

Provide quarterly training; refresher training, and new mediator training as needed and as required for currency. Identifying training providers, location, shared funding with LOBs, and identify participants. Offer quarterly ADR Training Telcons/Virtual Meetings with rotational Service Area responsibilities and topics. Due September 28, 2018

Activity Target 6:

Update/maintain mediator profiles so they may be used to assist with making assignments according to mediator's level of experience and training. Update/maintain ADR KSN site to include, adding users, identify materials, etc. Due September 28, 2018

Internal Work Activity: Mediator Performance

Develop a system to ensure that non-ACR mediators, to include detailee and collateral duty personnel, along with their assigned management officials, receive the roles and responsibilities required as a mediator, performance feedback, and recognition, as necessary.

Activity Target 1:

Research and identify the criteria required as the roles and responsibilities for a detailee and/or collateral duty mediator. Due September 28, 2018

Activity Target 2:

Develop a process for providing the roles and responsibilities and performance feedback to the mediator's assigned management official. Due September 28, 2018

Activity Target 3:

Research and identify the best avenues and systems for reward and recognition of detailee and collateral mediator personnel. Due September 28, 2018

Internal Work Objective: Increase Diversity and Inclusion

ACR will increase Diversity and Inclusion in the workplace by overcoming bias, stereotypes and micro inequities.

Internal Work Initiative: Reduce Micro Inequities

ACR will increase Diversity and Inclusion in the workplace by overcoming bias, stereotypes and micro inequities.

Internal Work Activity: Reports of Investigation (ROI) Process

ACR will analyze the success of the ROI redesign.

Activity Target 1:

Collaborate with DOCR to develop a customer survey. Due September 28, 2018

Activity Target 2:

Analyze data and procedures throughout the redesigned ROI life cycle. Offer mitigation strategies to ACR-1 where design flaws exist. Due September 28, 2018

Internal Work Objective: Employee Engagement

ACR will implement internal programs to support the FAA Employee Engagement Goals.

Internal Work Initiative: Employee Engagement

ACR will support the agency's goal of attaining an Employee Engagement Index Score of 68% for FY 2018.

Internal Work Activity: Employee Engagement

All LOB/SO commit to supporting the FAA Employee Engagement Index 2% increase by achieving their individual goals.

Activity Target 1:

Increase ACR's Employee Engagement Index score from 76% to 77% in FY 2018. Due September 28, 2018

Internal Work Objective: ACR Quality Management System (QMS)

Implement Best Practices within ACR focused on the needs of our customers and the improvement of quality of the organization's products and services through the implementation and sustainment of the International Organization for Standardization (ISO) within ACR.

Internal Work Initiative: ACR Quality Management System (QMS)

ACR operates in a customer focused environment to better satisfy the needs of our customers and to improve the quality of the organization's products and services by complying with International Organization for Standardization (ISO) 9001:2008. ACR will sustain ISO 9001:2008 Certification and its transition/implementation of the ISO 9001:2015 Standard.

Internal Work Activity: Maintain ACR Quality Management System (QMS)

ACR will update the Quality Manual, Standard Operating Procedures and Supporting Documents to support compliance with the ISO Standard 9001:2015. ACR will develop and maintain Automated Tools and Technology to continuously re-establish Efficiency and Effectiveness Metrics for customers and stakeholders as well as maintain and enhance the ACR Quality Management System KSN infrastructure and dashboard.

Activity Target 1:

Provide formal and informal training to support the ISO Standard 9001:2015 Certification Transition Due April 30, 2018

Activity Target 2:

Perform a minimum of two comprehensive audits (Internal or External) in accordance with requirements set forth in the ISO Standard under which Certification is held. Due: September 28, 2018 Due September 28, 2018

Activity Target 3:

Maintain the ISO Quality Management System by Hosting Quarterly Management Reviews in accordance with requirements of the International Organization of Standardization under which Certification is held. Due September 28, 2018

Activity Target 4:

Achieve 9001:2015 Certification. Due September 28, 2018

